NORTHWEST TERRITORIES HOUSING CORPORATION

1. OVERVIEW

MISSION

The Northwest Territories Housing Corporation (NWTHC) provides access to adequate, suitable and affordable housing. Through the provision of housing programs and services, the NWTHC contributes to the health and education of our people and to the development of sustainable, vibrant and safe communities.

GOALS

1. Increase the supply of adequate, suitable and affordable housing in communities to address the housing needs of NWT residents;
2. Acquire and develop sufficient land for the purpose of providing affordable housing;
3. Provide homeownership and rental programs and services that are effective and appropriate;
4. Enhance the long term sustainability and energy efficiency of housing in the NWT, and;
5. Promote personal responsibility and accountability for housing through community based training and support.

PROPOSED BUDGET ($000)

Total Operating Expenses	$97,637
Compensation & Benefits	$12,123
Grants & Contributions	$61,577
Other O&M	$3,624
Amortization	$10,137
Principal & Interest Charges	$10,176
Infrastructure Investment	$37,069

PROPOSED POSITIONS

Headquarters (HQ)	59 positions
Regional/Other Communities	58 positions

KEY ACTIVITIES

- Executive Office
- Finance and Infrastructure Services
- Debt Repayment
- Programs and District Operations
- Local Housing Organizations

STRATEGIC ACTIONS

The NWTHC will take the following actions in support of the government's strategic initiatives:

Reducing the Cost of Living

- Improve Quality and Cost of Shelter
  - Housing Strategies Aimed at Quality
  - Maximum Rent Review
  - Energy Retrofit of Public Housing
  - Shelter Policy Review

Maximizing Opportunities

- Improve Skills for Living and Working Initiative
  - Apprentices in Designated Trades and Occupations

Refocusing Government

- Strengthen Service Delivery
  - GNWT Services in Rural and Remote Communities
  - Retaining Land and Technical Capacity in the NWTHC

Managing This Land

- Mitigate and adapt to Climate Change Impacts
  - Reducing GNWT Energy Use

2. Emerging Issues

Cost and Consumption of Energy

The issue of energy efficiency continues to be a key factor in the NWTHC's planning practices. Several years ago, the NWTHC committed to the practice of multi-unit configuration for its replacement public housing construction. This was done in an effort to mitigate the decline of social housing funding from Canada by reducing the cost of utilities within the *Public Housing Program.*

The NWTHC supports the efficient use of utilities to reduce operating costs and to mitigate environmental impacts to reduce greenhouse gas emissions. This will be a key component of its business in the coming years. For instance, the NWTHC is in the process of retrofitting its public housing units to improve their energy efficiency and improving the energy efficiency of its home designs.

In addition, new design technology in the areas of building envelopes and heating systems provide an important opportunity to the NWTHC to improve the energy consumption of private homes, as well as making shelter more affordable through the reduction of energy costs. Clients of NWTHC's Contributing Assistance for Repairs and Enhancements (CARE) homeownership program also have the opportunity to improve the energy efficiency of their homes through repairs and upgrades.

Lack of Skilled Trades People

The lack of skilled trades people continues to be a concern for the NWTHC. The limited construction capacity in some communities has created challenges in carrying out some of its capital delivery in those communities. The lack of competition between contractors has also led to increased cost to construct in some communities. The ability of the NWTHC's District Offices and Local Housing Organizations (LHOs) to hire trained professionals in maintenance and technical positions is also somewhat limited in the current job market. However, there is an opportunity to support the training of trades people by all proponents that deliver infrastructure, including community and Aboriginal governments and GNWT departments who share and compete for these resources.

Soil Erosion

A coordinated response to climate change issues by the GNWT departments and other levels of government may be required in order to address growing soil erosion issues that impact the delivery of infrastructure. The acquisition and development of suitable land is an essential component of program delivery for the NWTHC. Soil erosion has surfaced as a significant factor in the preparation of land for construction. Climate change and the resulting melting of permafrost may be one of the causal factors of erosion. While additional attention has been given to the issue of erosion in the preparation of land for construction, there is limited understanding of the remediation methods to address eroding land under existing homes.

Fiscal Environment

While the federal government has made significant housing investments for fiscal years 2009-10 and 2010-11 through its Economic Stimulus Program as well as through extensions of programs such as the Residential Rehabilitation Assistance Program (RRAP), and the federal Affordable Housing program, short term investments in capital does not support long-term planning and do not provide

any assistance to ensure that the *Public Housing Program* is financially sustainable into the future. The NWT requires a long-term commitment to fund social housing at current levels, as well as stable, predictable funding for new construction and repairs.

3. 2010-11 Planning Information

The detailed description of planned activities for the department includes the following sections:

a) Fiscal Position and Budget
b) Update on Key Activities and Results Reporting
c) Update on Strategic Activities
d) Overview of Infrastructure Investments
e) Legislative Initiatives
f) Human Resource Overview
g) Information System and Management Overview

a) Fiscal Position and Budget

CORPORATE SUMMARY

	Proposed Main Estimates 2010-11	Revised Main Estimates 2009-10	Main Estimates 2009-10	Main Estimates 2008-09
		($000's)		
OPERATIONS EXPENSE				
Executive	1,189	1,156	1,114	1,121
Programs & District Operations	34,883	25,782	25,497	18,592
Finance & Infrastructure Services	11,997	12,729	12,559	11,816
Debt Repayment	10,176	11,124	11,124	12,053
Local Housing Organizations	39,392	39,544	39,544	37,945
TOTAL OPERATIONS EXPENSE	97,637	90,335	89,838	81,527
CAPITAL INFRASTRUCTURE	37,069	17,655	17,655	38,390
TOTAL OPERATIONS & CAPITAL	134,706	107,990	107,493	119,917

Note: Revised Estimates for 2009-10 includes the 2009-10 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $497,000.

Forced Growth under Proposed Adjustments includes funding associated with the increased cost of delivering services and also the 2010-11 allocation of the funding associated with the recently concluded Collective Agreement between the Government of the Northwest Territories and the Union of Northern Workers, in the amount of $384,000.

OPERATION EXPENSE SUMMARY

	Main Estimates 2009-10	Revised Main Estimates 2009-10	Proposed Adjustments: Forced Growth	Proposed Adjustments: Strategic Initiatives	Proposed Adjustments: Sunsets and Other Adjustments	Proposed Adjustments: Internal Reallocations & Own Resource	Proposed Budget 2010-11
				($000's)			
Executive							
Executive Office	544	560	19	-	-	-	579
Strategic Planning, Policy & Communications	570	596	14	-	-	-	610
Total Executive	**1,114**	**1,156**	**33**	**-**	**-**	**-**	**1,189**
Programs & District Operations							
Vice-President Office	246	257	7	-	-	-	264
Program Development & Implementation	571	595	23	-	-	204	822
North Slave District	4,365	4,414	45	-	-	2,636	7,095
South Slave District	7,517	7,570	50	-	-	1,457	9,077
Nahendeh District	2,474	2,511	20	-	-	2,022	4,553
Beaufort Delta District	5,807	5,872	37	-	-	2,131	8,040
Sahtu District	4,517	4,563	29	-	-	440	5,032
Total Programs & District Operations	**25,497**	**25,782**	**211**	**-**	**-**	**8,890**	**34,883**
Finance & Infrastructure Services							
Vice-President Office	262	272	11	-	-	-	283
Finance & Administration	7,645	7,732	75	-	-	776	8,583
Infrastructure Services	4,652	4,725	54	(1,500)	-	(148)	3,131
Total Finance & Infrastructure Services	**12,559**	**12,729**	**140**	**(1,500)**	**-**	**628**	**11,997**
Total Debt Repayment	**11,124**	**11,124**	**-**	**-**	**-**	**(948)**	**10,176**
Local Housing Organizations							
North Slave	8,710	8,710	-	-	-	-	8,710
South Slave	7,165	7,165	-	-	(32)	-	7,133
Nahendeh	1,940	1,940	-	-	(36)	-	1,904
Beaufort Delta	16,730	16,730	-	-	(53)	-	16,677
Sahtu	4,999	4,999	-	-	(31)	-	4,968
Total Local Housing Organizations	**39,544**	**39,544**	**-**	**-**	**(152)**	**-**	**39,392**
Total Expense	**89,838**	**90,335**	**384**	**(1,500)**	**(152)**	**8,570**	**97,637**
Total Capital Infrastructure	**17,655**	**17,655**	**-**	**-**	**-**	**19,414**	**37,069**
TOTAL CORPORATION	**107,493**	**107,990**	**384**	**(1,500)**	**(152)**	**27,984**	**134,706**

REVENUE SUMMARY

	Proposed Main Estimates 2010-2011	Main Estimates 2009-2010	Revised Estimates 2008-2009	Main Estimates 2008-2009
		($000's)		
CANADA MORTGAGE & HOUSING CORPORATION (CMHC)				
Infrastructure Stimulus Funding	29,020	-	-	-
CMHC Recoveries Capital	2,222	2,310	2,378	2,378
CMHC Recoveries Unilateral Programs	3,918	3,918	3,918	3,918
CMHC Recoveries Debt Repayments	8,671	9,619	10,548	10,548
TOTAL CMHC	**43,831**	**15,847**	**16,844**	**16,844**
OTHER RECOVERIES				
Sale of Housing Packages and Other Recoveries	2,361	2,361	1,861	1,861
E C & E Subsidy	32,540	32,540	32,315	32,315
Public Housing Tenant Revenue	5,385	5,385	4,099	4,099
Other Revenue	1,372	1,372	1,372	1,372
Lease Revenue	2,031	2,031	2,031	2,031
Non-cash Item Amortization	10,137	10,137	10,396	8,883
TOTAL OTHER RECOVERIES	**53,826**	**53,826**	**52,074**	**50,561**
GNWT CONTRIBUTION	**37,049**	**37,820**	**52,512**	**52,512**
TOTAL REVENUES	**134,706**	**107,493**	**121,430**	**119,917**

b) Update on Key Activities and Results for 2010/11

EXECUTIVE OFFICE

Description

Corporate management and services are provided primarily through the NWTHC's Executive Office. The Executive provides overall management direction to the NWTHC and collaborates with various community and government partners in addressing the housing needs across the Northwest Territories. The Executive provides an essential coordinating function in strategic planning, policy development and in the development of operational guidelines on the business of the NWTHC. The Executive is also responsible for providing support to the Minister Responsible for the NWTHC.

The Executive also contains the Strategic Planning, Policy and Communications section of the NWTHC. This section provides long-term strategic direction and planning for the NWTHC and supports the NWTHC's interests at the Federal/Provincial/Territorial level and on interdepartmental working groups and other committees. The section also provides support to strategic and business planning, policy development, qualitative and quantitative research, program evaluation, and corporate communications.

The Strategic Planning, Policy and Communications section coordinates and monitors the NWTHC's responses to the Auditor General of Canada's Performance Audit. Other changes in operational policies and procedures have been achieved through directives issued to District Offices and LHOs and are outlined in the NWTHC's response to the review of the Performance Audit by the Standing Committee on Government Operations.

Major Program and Service Initiatives 2010/11

Analysis and Recommendations – 2009 Housing Needs Survey

During 2010-2011, the Strategic Planning, Policy and Communications section will analyze the results of the 2009 Housing Needs survey, once it has been made available to the NWTHC. Survey data will be utilized to update community housing allocations, as well as forming the basis for a needs assessment paper that will be used to secure continued funding from Canada for capital delivery as well as long-term funding for the operation and maintenance of public housing. It is anticipated that the results of the survey will provide meaningful feedback to aid the advancement of Canada's Northern Strategy and the federal government's vision of a healthy and prosperous region within a strong and sovereign Canada.

Housing Choices Program Evaluation

The Strategic Planning, Policy and Communications section will be conducting an evaluation of the *Housing Choices* Program that was scheduled to take place in fiscal year 2009-10. Prior to this scheduled evaluation, the NWTHC identified several areas of the *Housing Choices* Program that required immediate adjustment to meet emerging needs and to respond to issues raised by MLAs and the general public. As a result of these changes, the program evaluation was rescheduled to fiscal year 2010-11 in order to reflect the impact of these changes in the overall assessment of the programs.

Communications Strategy and Information Campaign

The Strategic Planning, Policy and Communications section will fully implement the Communications Strategy and Guidelines in 2010-11. Following the implementation of these guidelines, the NWTHC will embark on a promotional campaign designed to inform homeowners and renters of issues including the importance of homeowner or tenant insurance, energy efficiency, mould remediation, fuel tank replacement, and preventative maintenance.

Policy Renewal

The Strategic Planning, Policy and Communications section is coordinating a policy renewal process involving a comprehensive review of existing NWTHC policies, to determine application, relevance, and effectiveness in regard to the NWTHC's mandate, mission and goals, and involving the identification of areas where new policies are required to meet the strategic and operational priorities of the NWTHC.

Federal Engagement

The NWTHC will continue to work with the other Provinces and Territories to engage the federal government in investment in housing. The NWTHC will also be working closely with the Yukon and Nunavut Housing Corporation's to engage the federal government in advancing Northern housing concerns through Canada's Northern Strategy.

Four Year Business Plan Update

Results to Date

Communications Strategy and Information Campaign

A Communications Strategy and Information Campaign has been developed to assist NWTHC clients in managing their responsibilities as tenants and homeowners including such issues as homeowner and tenant insurance, energy efficiency, mould remediation, fuel tank replacement and preventative maintenance.

Policy Renewal

The Strategic Planning, Policy and Communications section has implemented structured processes for the review of policy frameworks and for the development of new policies and guidelines. Policies that are under review through this system include write-offs of arrears and forgiveness of debt and disposal of assets. The NWTHC continues to upgrade and renew policies and procedures to address issues raised by the Auditor General through the Performance Audit.

Northern Strategy Coordination with Northern Territories

The NWTHC actively collaborates with the Nunavut Housing Corporation and the Yukon Housing Corporation to frame and highlight northern housing issues in the context of furthering a national Northern Strategy that seeks to realize the full social and economic benefits of the North.

Federal Engagement

The NWTHC successfully lobbied the federal government for new capital investment in housing in 2008-09 leading to total federal contributions of nearly $60 million over 2009-10 and 2010-11.

Program Evaluation

Housing Choices program evaluations planned for 2009-10 have been delayed as there was urgency to incorporate changes impacting client subsidies to address affordability issues. The evaluation will be completed in 2010-11.

Changes to Four Year Plan

Mission Statement and Goals

During 2009-10, the NWTHC proposes to revise its mission statement and goals. These have been introduced within this annual plan (page 1). The wording of the mission statement has been broadened to encompass the social aspects of NWTHC's programs and services. The wording more clearly describes the relation between these programs and services and the health and education of the people and the development of sustainable, vibrant and safe communities.

Original wording:
The mission of the Northwest Territories Housing Corporation (NWTHC) is to ensure, where appropriate and necessary, that there is a sufficient supply of affordable, adequate and suitable housing stock to meet the housing needs of the Northwest Territories residents.

Revised wording:
The Northwest Territories Housing Corporation (NWTHC) provides access to adequate, suitable and affordable housing. Through the provision of housing programs and services, the NWTHC contributes to the health and education of our people and to the development of sustainable, vibrant and safe communities.

The NWTHC's goals, which are designed to support the mission, have also been updated.
No revisions were made to Goal 1. Goals 2 and 3 were revised to reflect more clarity in the language that describes the goal.

Goal 4 was revised from "Long term sustainability and energy efficiency of the housing stock" to "Enhance the long term sustainability and energy efficiency of housing in the NWT". The word enhanced was added to provide more clarity that the goal is to improve the long term sustainability and energy efficiency of housing. The words "the housing stock" were replaced with "housing in the NWT" to reflect that the fact that this goal targets the NWTHC's housing inventory as well as private homes in the NWT.

In Goal 5, the reference to "strengthened collections policies and procedures" was removed because this aspect of what the NWTHC does is more process driven. The wording "Greater personal responsibility" was expanded to "Greater personal responsibility and accountability" to emphasize the accountability component of responsible homeownership.

Analysis and Recommendations – 2009 Housing Needs Survey and ***Communications Strategy and Information Campaign***
These two service initiatives have been added and will be reported on in the 2011-2012 annual plan.

KEY ACTIVITY 1: FINANCE & INFRASTRUCTURE SERVICES

Description

Finance and Infrastructure Services coordinates financial services, capital planning, land development and infrastructure to support the delivery of the NWTHC's Infrastructure Acquisition Plan.

The Finance & Administration Division is responsible for the overall financial affairs of the NWTHC and its Boards and Agencies. This includes financial planning, the provision of accounting services, reporting and monitoring, treasury services, mortgage and debt administration, and providing financial advice to senior management and stakeholders. This Division is also responsible for the NWTHC's Information Systems and Information Management and is responsible for the safeguarding of corporate assets.

The Finance & Administration Division is also responsible for managing the NWTHC's own source revenues and funding from CMHC under the Social Housing Agreement and under the current Canada Economic Action Plan. The Division is responsible for the Corporate Loan Guarantee Program which supports the construction of new residential housing in the NWT. The Division also provides ongoing subsidy assistance and operational support to various non-profit housing NGOs outside of the public housing program.

The Infrastructure Services Division is responsible for the overall development, design and procurement, planning and delivery of capital infrastructure projects in support of the NWTHC's rental and homeownership programs. This Division is also responsible for forecasting and acquiring land requirements, land tenure, land development and land administration related to new construction and lands occupied by NWTHC assets and mortgage interests. Infrastructure Services is also responsible for the maintenance management of the NWTHC's public housing portfolio in order to ensure its long term sustainability. The Division provides technical assistance in the development of new housing programs and supports the District Offices in their delivery of the Contributing Assistance or Repairs and Enhancements (CARE) program where it works with private homeowners to determine their repair needs and develop scopes of work. Finally, Infrastructure Services is the NWTHC's lead on issues related to energy efficiency and new housing technologies.

Major Program and Service Initiatives 2010/11

Mortgage Collections and Mortgage Payment Plan

The management of mortgage arrears is a long-standing issue for the NWTHC. With the introduction of its Mortgage Payment Plan in 2007, the NWTHC began offering a series of repayment options to clients in order to help them clear their mortgage arrears or, in some cases, quit-claim their unit back to the NWTHC. In 2009-10 the NWTHC continued to see positive results from this process and will continue to offer options to homeowners in arrears in 2010-11. The NWTHC's Mortgage Payment Plan is designed to help existing mortgage clients deal with their arrears and be successful homeowners. The NWTHC's Finance & Administration Division supports the Mortgage Payment Plan through the development of policies and procedures, providing analysis of the various financial options available to clients and reports on the activity and results under this initiative. The Programs and District Operations Division provides counselling services to mortgage clients under this initiative and works directly with them in their selection of options under the Plan.

Deficit Management Plans

LHOs are block funded for expenditures that are under their control (administration, maintenance & rent collections) and deficit funded for non-controllable expenditures (utilities, taxes, leasing & rent assessments). LHOs that overspend on administration and maintenance or are unable to collect on 90% of the rent assessments will experience deficits. The NWTHC will work with LHOs that have these difficulties in order to remedy these issues as detailed under their deficit management plans. This will include assistance to the LHOs in building and improving their capacity to manage their fiscal operations in an effective manner.

Capital Delivery

The 2010-11capital acquisition plan proposes the investment of $21,909,000 for the construction of 47 new public housing replacement units and 33 new Homeownership Entry Level Program (HELP) units. Further, an investment of $15,160,000 will be directed for the major modernization and improvement of NWTHC assets including public housing and HELP units. In total, major capital in 2010/11 amounts to $37,069,000.

Implementation – Energuide80 design

The NWTHC has adopted new designs that incorporate high efficiency standards for new construction of public housing replacement units as well as for units built for delivery under the *Housing Choices* homeownership program. These new designs will meet the Energuide80 rating as defined by the Office of Energy Efficiency of Natural Resources Canada. 2010-11 will be the first year of capital delivery where these new designs will be integrated into NWTHC's new construction and modernization and improvement program.

The Energuide 80 score is the minimum rate for high efficiency under the ecoENERGY Efficiency Initiative standard, set by Natural Resources Canada. An average 20-year home in Canada will typically score 66 on the EnerGuide scale. NWTHC houses typically score higher than the national average.

Policy Changes to Write-offs of Arrears and Forgiveness of Debt

Successful management of collections for public housing rents depends on stakeholders support for clearly defined policies and procedures, training, improved communication, and enforcement of policy changes implemented by NWTHC. The NWTHC will re-align the roles and responsibilities of LHOs, NWTHC, and clients to ensure that processes for write-offs and forgiveness are effective. This provides clients predictability in the program, detailing consequences and outcomes. Additionally, policy changes will address the impracticality of debt collection for residents who are bankrupt, with no capacity to repay, under severe hardship, or are beyond the *Limitations of Actions Act*.

Four Year Business Plan Update

Results to Date

NWTHC's Framework for Action 2008-2011
Capital Delivery - Affordable Housing Initiative (AHI) and Year 1 of Economic Stimulus

The NWTHC continues to carry out the actions and deliverables outlined under the initiatives set out

in its *Framework for Action 2008-2011*. Two of the main initiatives are obtaining funding for new affordable housing (which includes the completion of the AHI delivery) and public housing replacement and repair.

Following consultations between the Governments of Canada and the Northwest Territories in late 2008, a new housing construction strategy was developed to create a second phase of the intensified construction program that began in 2006 through the Northern Housing Trust and cost-sharing by the GNWT. In 2009, Canada announced significant funding for housing in Canada's north through its Economic Stimulus program. As a result, a further $58 million will be invested in the NWT during fiscal years 2009-10 and 2010-11, and together with cost-sharing from the NWT will result in nearly $120 million in new construction and repair programs.

During 2009-10, the NWTHC will build 131 public housing replacement units, 111 units for the HELP program, 352 modernization and improvement projects on existing units, and 12 other projects.

Mortgage Collections and Mortgage Payment Plan

Under the mortgage payment plan, collections of mortgage payments have resulted in $1.1 million; as of March 31st, 2009, 99 clients have agreed to repayment plans. Although the NWTHC is making progress on these, it will commit additional staffing to this effort in order to accelerate this process. Two term positions have been created in the Program and District Operations Division to provide additional support to district offices.

Changes to Four Year Plan

Affordable Housing Initiative

The NWTHC's three year $100 million Affordable Housing Initiative (AHI) officially concluded on March 31, 2009. As of that date, 445 units were completed and approximately $100 million expended. A full report on the AHI will be tabled in the October 2009 session of the Legislative Assembly.

Support for Mobile Trades Training

The NWTHC has partnered with Aurora College to provide opportunities for northerners to attain on-the-job training at a construction site. Through the provision of a housing material package, an NWTHC-owned lot, and a gravel foundation ready for building, the NWTHC is assisting Aurora College students in the *Building Trades Helper* Program to receive valuable work experience. Participants in the training program will benefit by constructing a house to the electrical and mechanical rough-in stage. Training is provided out of the new Mobile Trades Training Lab (MTTL).

A successful partnership utilizing this model has been initiated in Tuktoyaktuk, which is expected to yield the following results:

- The completion of a full module of the *Building Trades Helper* Program by participating students on a construction site;
- A completed housing unit suitable for social housing clients built at a much lower cost, and; .
- The training of potential future employees for local and regional contractors and local housing organizations.

The NWTHC and Aurora College are planning to continue this partnership through the winter of 2009 with a repair project planned for Aklavik.

The NWTHC will explore with Aurora College opportunities for further collaboration utilizing this model.

High School Trades Training

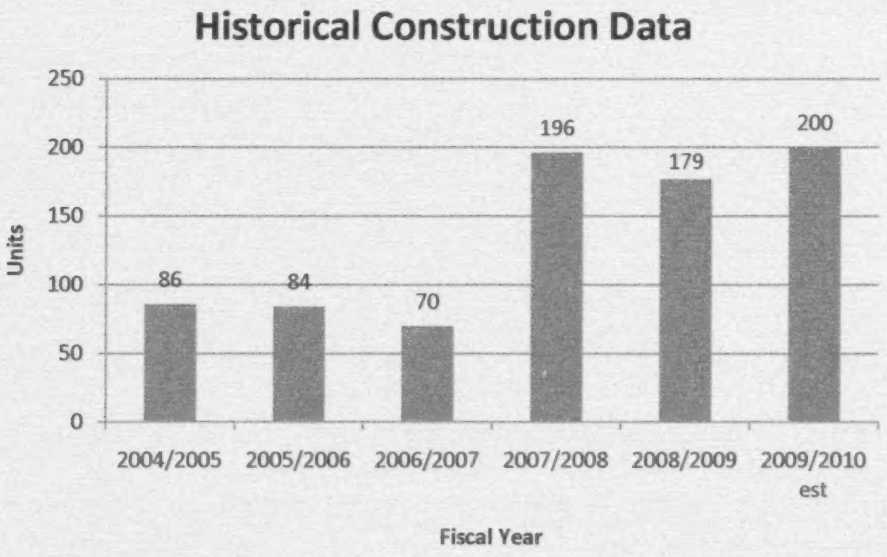
The NWTHC has developed guidelines to assist high school students in receiving on-site trades training by providing an opportunity to work on a repair or new construction project.

With the development of the guidelines for the initiative completed, the NWTHC is working with the Department of Education, Culture and Employment (ECE) to identify projects and actively promote the initiative in schools.

Measures Reporting

Affordable Housing Initiative

The construction of new housing units by the NWTHC increased over the past three years largely as a result of the delivery of 445 new units under the NWTHC's Affordable Housing Initiative.



Mortgage Collections/ Mortgage Payment Plan

Of the 650 clients under the Mortgage Payment Plan, 99 clients have adopted repayment plans through the NWTHC. Over $1.1 million has been collected through this repayment process in 2008-09. Of this amount, some $294,000 was obtained through refinancing of existing mortgages. These clients have successfully refinanced through financial institutions and no longer have repayable mortgages with the NWTHC. The remainder of the $1.1 million, approximately $800,000, is regular on-going mortgage collections.

Corporate Investment Strategy

Information on the investment activity of the NWTHC is required in the Corporate Business Plan to comply with Subsection 91(2) of the *Financial Administration Act.*

The NWTHC is restricted to those types of investments specified in Subsection 81(1) of the *Financial Administration Act*, which states:

"A public agency may invest money belonging to the public agency:

a. In certificates of deposit, deposit receipts, notes or other evidences of indebtedness given by a bank in consideration of deposits made with the bank; and

b. In securities where repayment principal and interest is unconditionally guaranteed by a bank;

Investments are determined through cash management procedures ensuring surplus funds are invested in those forms of security which pay the highest level of interest while maintaining an adequate level of cash on hand to meet daily requirements.

Surplus funds for 2008-09 were invested in short and long-term investments. Investments of less than 1 year had an average term to maturity of 61 days and a market yield of 0.35% to 4.63%. Longer term investments had terms ranging from 1 to 10 years and a market yield of 2.5% to 4.85%.

KEY ACTIVITY 2: DEBT

Description

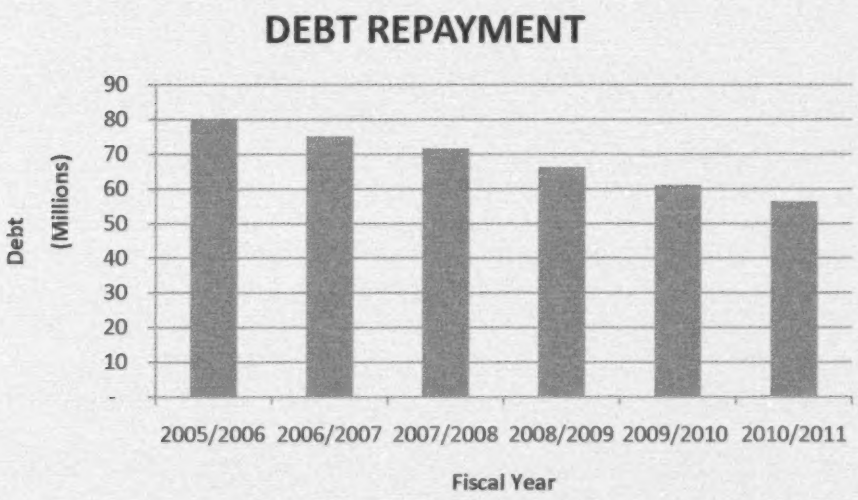
The NWTHC has $56.3 million in long-term debt with the Canada Mortgage and Housing Corporation (CMHC) for the provision of public rental housing. The annual principal and interest payment on this debt is $10 million. In accordance with the Social Housing Agreement, CMHC also contributes $8.7 million annually in servicing this debt.

Major Program and Service Initiatives 2010/11

The NWTHC reports on debt repayment activities in its Annual Report. There are no program or service initiatives associated with this activity.

Four Year Business Plan Update

The total reduction of debt from the beginning of this business plan on March 31, 2008 through March 31, 2011 is $15.3 million, from $71.6 million to $56.3 million.



KEY ACTIVITY 3: PROGRAMS & DISTRICT OPERATIONS

Description

This Division provides corporate support to the NWTHC's five District Offices in the delivery of programs and services to the residents of the NWT. This includes the development, implementation, training, monitoring, and delivery of programs and initiatives that optimize the NWTHC's responsiveness to housing needs in the NWT, and to ensure a continuity of approach to program delivery and implementation.

The creation of this Division in 2008 was designed to place renewed emphasis on monitoring and providing support to District Offices and LHOs. The current focus of this section is to ensure compliance with existing policies and procedures, as well as developing and updating operational policies and procedures in light of the recommendations of the Auditor General of Canada, while ensuring that District Offices and LHOs have the support and capacity required to effectively deliver the NWTHC's programs and services.

Major Program and Service Initiatives 2010/11

Comprehensive Public Housing Operations Manual

In response to recommendations made by the Auditor General of Canada's Performance Audit, the NWTHC is developing a comprehensive operation manual for its Public Housing Program. This manual will provide LHOs with a consistent and thorough guide to their operations. The manual will address areas where policy is currently applied inconsistently across communities and will provide clarity to issues where NWTHC policies are not clear. Work on this manual will continue through fiscal year 2009-10 with a view to implementing the manual early in fiscal year 2010-11.

Response to Independent Review of Public Housing Rental Subsidy (PHRS) Program

Although the Department of ECE is the main deliverer of the PHRS Program by assessing tenants to determine eligibility for rental subsidies, ECE continues to work in partnership with the NWTHC and the LHOs to ensure effective delivery of the Public Housing Program.

The NWTHC retains responsibility for the property management function, including determining eligibility criteria, allocating units to tenants, setting rents and collecting tenant payable rent.

During the three years that the Department of ECE administered the PHRS Program, tenants and LHOs raised concerns with the transfer. Although many of the concerns have been addressed, the Department of ECE and the NWTHC continue to attend to a number of ongoing challenges.

An independent review the policies and procedures for the administration of the PHRS is currently taking place.

The report resulting from the review will be used by the GNWT and the Members of the Legislative Assembly as a guide to determine the most effective and efficient delivery of the PHRS program.

Program Capacity

In order to fully utilize time-sensitive federal economic stimulus funding, the NWTHC has increased its program capacity through the addition of three (3) term positions for fiscal years 2009-2010 through 2011-2012. The funding for these positions comes from administrative budgets provided to provinces and territories under the federal economic stimulus.

Four Year Business Plan Update

Results to Date

Auditor General's Review Recommendations

Rent Collections - The rental collections rate for the fiscal year ending March 31, 2009 was 70%. This is a marked decline from the rate of 87% in 2008-09. The decrease seems largely attributable to low collections rates in a small number of communities. The NWTHC will address this issue by working with LHOs and their board to implement deficit management plans. In communities where progress is not evident, the NWTHC may need to take stronger measures to support the LHOs in improving their operations.

Implementation of Appeal Mechanism - The NWTHC developed a formal appeal mechanism to enable an independent review of decisions that are commonly questioned by residents. A formal appeal mechanism supports the NWTHC's objective to have clear policies that are applied consistently across the NWT. While decisions made by the NWTHC and LHOs are based on established policies, residents question the interpretation of some decisions. The NWTHC is currently in discussions with various stakeholders with regard to the proposed appeals mechanism and it is expected that the initiative will be implemented later in the fall of 2009.

Evaluation of Housing Choices Program Structure

The NWTHC has identified and carried out some amendments to the *Housing Choices* Program assistance levels as well as to the PATH program (the adjustments are identified below). Following implementation, the NWTHC will carry out a full evaluation of the *Housing Choices* Program structure. It is expected that this will begin sometime in 2010 after a reasonable period of time to allow for full implementation of any program changes that have been made to the *Housing Choices* Program.

Revisions to Housing Choices Assistance Levels

The NWTHC has increased the maximum assistance level under the PATH program from $90,000 to $125,000 to ensure that eligible applicants at the lower income range receive sufficient subsidy to be able to pay their mortgage and shelter costs and to reflect increased construction costs.

Until recently, the NWTHC allowed up to $25,000 in assistance through CARE for units without land security. The NWTHC has implemented an increase in this cap to $40,000. This adjustment will make it easier to assist homeowners in communities where it is difficult to obtain land tenure, and will allow the NWTHC to complete an adequate renovation to address health, safety and energy efficiency issues.

PATH Applicants with Arrears

Tenants with arrears have been provided the option to roll those arrears into the purchase cost of a public housing unit. Clients who want to buy their unit may qualify for assistance under the Providing Assistance for Territorial Homeownership (PATH) program up to $125,000 but must finance the arrears balance.

Changes to Four Year Plan

Auditor General's Review Recommendations

Enhanced Monitoring of LHO Maintenance Activities *and* ***Implementation of Procedures Governing The Technical Inspection of Public Housing Units*** – NWTHC's District Offices and the LHOs are required to follow the NWTHC's Maintenance Management Program and report maintenance activity using the Maintenance Management Operations System (MMOS). The NWTHC is in the process of updating the Maintenance Management Program. District Offices and LHOs are expected to have all of the public housing conditions completed by the end of October 2009. The condition rating of public housing units is performed annually.

Core Need Income Threshold (CNIT) Revisions

The NWTHC revised the income threshold levels for its PATH and CARE homeownership programs under *Housing Choices* in April 2009.

CMHC released the revised public housing rental income threshold levels in July 2009, effective April 1, 2009.

Public Housing Rental Subsidy (PHRS) Review

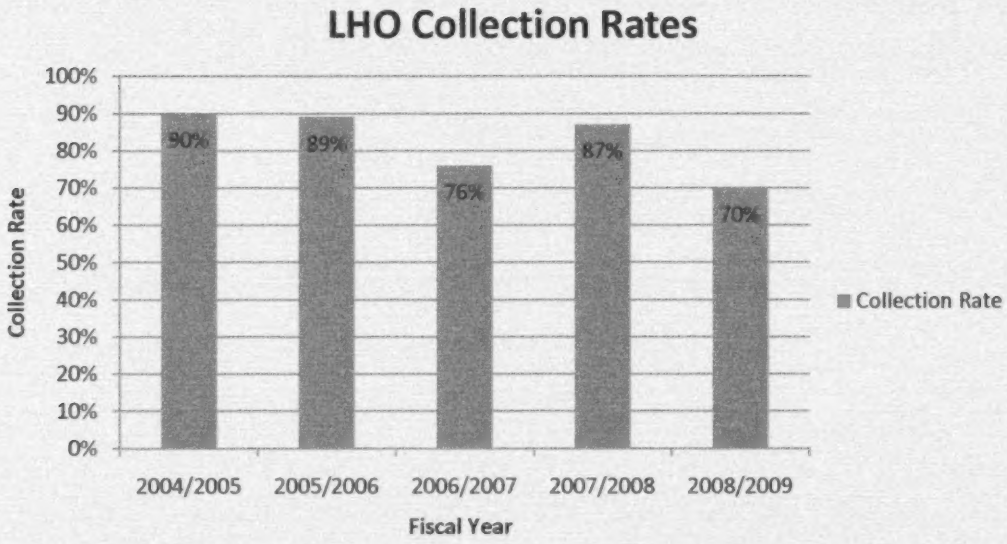
The NWTHC and ECE initiated an independent review of the PHRS program. The primary objective is to review the effectiveness and efficiency of the delivery of the PHRS program. The report resulting from the review will be used by the GNWT and the Members of the Legislative Assembly as a guide to determine how services to clients may be improved. It is expected that the report from the consultant conducting the review will be completed by November 2009.

Policy and Procedure Manuals

The NWTHC will implement new and updated policy and procedure manuals in 2010-11 to help ensure policy compliance in LHOs and District Offices.

Measures Reporting

The public housing rent collections rate was 70% in 2009-10. This is a decrease from the 2008-09 level of 87%. This measure has been impacted by a small number of LHOs with low collections rates. The NWTHC will ensure that LHOs experiencing low collections rates are aware of their obligation to deliver a 90% collections rate as well as the processes required for successful collections.


LHO Collection Rates
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Collection Rate
90%
89%
76%
87%
70%
2004/2005
2005/2006
2006/2007
2007/2008
2008/2009
Fiscal Year
Collection Rate

KEY ACTIVITY 4: LOCAL HOUSING ORGANIZATIONS

Description

LHOs are the delivery agents of the NWTHC and responsible for the community delivery of the Public Housing, HELP, and Market Housing programs. It is a rental program designed for individuals and families who do not have the financial resources to access shelter on their own.

The NWTHC, in partnership with 23 LHOs, administers approximately 2,400 social housing units in 26 communities across the NWT. These LHOs provide, under agreement with the NWTHC, the allocation of units, the collection of rents, and the provision of preventative and demand maintenance services. LHOs are funded from tenant rental payments and client-based rental subsidies provided from the Department of ECE.

Major Program and Service Initiatives 2010/11

Deficit Management Plans

LHOs are block funded for expenditures that are under their control (administration, maintenance & rent collections) and deficit funded for non-controllable expenditures (utilities, taxes, leasing & rent assessments). LHOs that overspend on administration and maintenance or are unable to collect 90% of the rent assessments will experience deficits. LHOs with these difficulties will work with the NWTHC to remedy these issues as detailed under their deficit management plans.

Maintenance Management

LHOs, through support by District Offices will continue to undergo training in appropriate maintenance management practices including computer training on the Maintenance Management Operating System (MMOS), project management, and changes to building codes. LHO maintenance staff will be provided orientation and support to the Maintenance Management Program. A key reporting measure by LHOs is the condition ratings of NWTHC assets that they maintain including public housing units, HELP units, and market housing units.

Four Year Business Plan

Results to Date and Changes to Four Year Plan

The NWTHC has increased the level of support it provides to LHOs through its five district offices. Through increased interaction and performance measurement, the NWTHC continuously works to increase the operational effectiveness of LHOs in the delivery of the Public Housing Program. Measurement reporting is becoming more formalized in 2009/10 which will provide useful information in order to enhance the NWTHC's support tools and mechanisms, improve customer service, ensure the health and safety of tenants, and enhance capital planning and repairs of public housing units.

Specific Activities:

- The NWTHC issued a directive on April 4, 2008 that included seven procedural changes for District Offices that were designed to ensure the effective delivery of the Public Housing

Program. The procedural changes were in response to the recommendations made in the Report of the Auditor General.

- The NWTHC will track LHO activities pertaining to processing of applications for public housing and the allocation of units. Formalized reporting procedures will be implemented to ensure these activities are tracked appropriately and issues are dealt with promptly. The NWTHC reviews reports from the Case Management Administration System (CMAS) system used by the Department of Education, Culture and Employment for the delivery of the Public Housing Rental Housing Subsidy program.
- The NWTHC is planning to enhance the use of the Maintenance Management Operating System (MMOS) that is used by LHOs to track maintenance activities. Through increase training and a stronger centralized approach, the NWTHC can improve its procedures and quality of technical inspections and condition ratings of its assets.
- The NWTHC will continue to take a stronger role in the operations of LHOs to ensure the Public Housing Program continues to be delivered effectively. Support will continue to be provided through District Offices to LHOs experiencing difficulties with rent collections, deficit recovery situations, or that have exceeded their budgets. In serious situations, the NWTHC will actively engage in the management of an LHO to bring its operations back to an optimal level.
- The NWTHC continues to update and enhance the policies and procedures of LHOs. An updated operations manual is under development and scheduled for implementation before the end of the fiscal year.
- The NWTHC will provide support to LHOs to implement the changes to the *Residential Tenancies Act*. LHOs will increase their interactions with the Rental Officer to support their collections activities.
- The NWTHC will engage with LHOs in training activities, particularly those aimed at succession planning. Updated job descriptions, operations manual, and continued interaction with District Offices, all support this activity.

Measures Reporting

Quality of housing is measured through changes in condition ratings. Condition ratings are being compiled for all NWTHC assets for reporting in October 2009.

The MMOS measures the success of the Maintenance Management Program that the NWTHC uses to monitor the condition of its assets and any work undertaken through preventative and demand maintenance activities.

The public housing rent collections rate was 70% in 2009-10. This is a decrease from the 2008-09 level of 87%.

c) Update on Strategic Activities

STRATEGIC INITIATIVE: REDUCING THE COST OF LIVING

Action: Improve the Quality and Cost of Housing

Description

The Northwest Territories continues to face housing challenges greater than those faced in most of Canada. The lack of good quality, affordable housing units in the NWT is a serious impediment to the sustainability of remote communities and to maintain sovereignty in Canada's North. Efforts to improve these conditions is compounded by the lack of long-term Federal funding for new social housing, the continuing decline in funding to operate and maintain existing social housing, and a labour shortage that has impacted the availability of workers to complete housing construction and repair projects. Social Housing refers to public programs which provide income based subsidies for the construction, acquisition, renovation, or rental of housing for households in need. The NWTHC delivers social housing programs through its Housing Choices Program for private homeowners and through the Public Housing Program.

Housing Strategies Aimed at Quality

Housing Choices offers four programs to NWTHC homeownership clients:

- *Solutions to Educate People* (STEP) – Provides education and counselling assistance to increase homeownership applicants' financial skills, as well as their knowledge of the home purchase process and basic home maintenance repairs.
- *Homeownership Entry Level Program* (HELP) – Provides assistance to prospective first-time homebuyers who are not able to secure mortgage financing or are unsure of their responsibilities as homeowners. Clients are provided the opportunity of experiencing homeownership commitments before purchasing a home.
- *Providing Assistance for Territorial Homeownership* (PATH) – Allows clients the opportunity to become homeowners by assisting in the construction or purchase of a modest home. Clients obtain additional funding from an approved financial institution or other verifiable sources.
- *Contributing Assistance for Repairs and Enhancements* (CARE) – Assists existing homeowners in making necessary repairs to their home to ensure a safe and healthy residence and to increase the useful economic life of their home.

Maximum Rent Review

In order to ensure that the rent revenue budgets of LHOs keep pace with expenditure requirements, it is necessary to update the maximum rents by type of unit by community on an annual basis. Maximum rental rates take on a greater significance than prior years as they drive the main source of operating funding to the LHOs.

As part of the *Reducing the Cost of Living* strategic initiative, the NWTHC and the Department of Education, Culture and Employment have been reviewing the process for setting maximum rents in

the NWT and developing a communication plan to ensure NWT residents have a clear understanding of maximum rents in the NWT.

Energy Retrofit of Public Housing

Through the *EcoEnergy Retrofit Fund* for Public Housing, the NWTHC proposes to make improvements to its existing public housing stock to ensure that they meet a high efficient standard that will reduce emissions and associated fuel and utility costs. The minimum standard that the NWTHC has targeted is the EnerGuide for Houses (EGH) 80 rating.

Shelter Policy Review

The NWTHC is the main deliverer of affordable, suitable and adequate housing in the Northwest Territories; however, many important housing programs are provided by other GNWT departments as well as non-governmental organizations. To put a consistent policy framework around the principles and interactivity of housing activities that support the goals of the GNWT, the NWTHC will work with the Department of the Executive in developing a comprehensive Shelter Policy.

Areas that are important for inclusion in the policy include the provision of services to homeless persons, emergency shelters, and transitional housing; public housing; subsidized homeownership; services to market and non-market communities; housing for staff, and programming offered by other GNWT Departments and non-governmental organizations.

A GNWT Shelter Policy will provide direction on such issues as housing subsidy levels, types of housing services offered in communities, and support for market housing and the private sector. The Shelter Policy will be a component of an overall GNWT Social Policy Framework.

Activity to Date

Housing Strategies Aimed at Quality

CARE is the primary repair program that the NWTHC currently has for homeowners across the territory. In addition, the NWTHC also provides funds for the modifications that are required to improve the accessibility of dwellings for persons with disabilities.

In 2008-09, about 16 CARE applicants were turned down due to lack of funding while about 239 clients were assisted through the CARE program.

Maximum Rent Review

A review has been conducted on maximum unit rents used for public housing units. A maximum unit rent is the amount of rent for a public housing unit based on the actual costs for a local housing organization to administer public housing units in a specific community. One program consideration is that higher income families in public housing who receive little or no subsidy should be encouraged to consider a homeownership option.

Energy Retrofit of Public Housing

The NWTHC coordinates with the Arctic Energy Alliance to conduct Home Energy evaluations on existing public housing units to establish EGH ratings in the 2008-09 year that provide baseline data

for the NWTHC to appropriately allocate funds for the retrofit of public housing units. These evaluations were completed in the spring of 2009. This will help determine the greatest emission and cost reduction for future energy retrofit upgrades and assist in developing an approach to evaluate all existing public housing units.

Planned Activities – 2010/11

Housing Strategies Aimed at Quality

The NWTHC will address quality issues with housing through a combination of new construction and through greatly enhanced maintenance and repair activity.

2009-11 Capital Delivery – over $110 million in investments in repairs, modernization and improvement, and new construction funded by Canada and the NWT.

- *Homeownership Repair* - Investments to complete major repairs to homes through the Contributing Assistance for Repairs and Enhancements program.

- *Infrastructure Deficit* – Investments to enable major repairs to NWTHC assets.

$2 million is being requested toward delivery of CARE in 2010-11, and onward, as an action that will address the 16th Legislative Assembly's goal to address the quality of housing and high cost of living in the NWT.

Maximum Rent Review

The current methodology will be reviewed as well as alternative calculations such as average territorial rent and rents by region and the overall impact on our clients will be factored into any proposed changes in the methodology.

Energy Retrofit of Public Housing

Energy efficiency improvements will be implemented on 80 public housing units in 2010-11. Each year the overall energy retrofit plan will be applied to address several of highest energy-consuming assets and will achieve the Government's objective to reduce energy costs and greenhouse gas emissions in the NWT. Retrofitted assets will be monitored to assess the effectiveness of the upgrades.

Expected Results include:

- Retrofits are expected to reduce annual energy use by 25%-30% in each building for savings of up to $2,400 per building (based on an average annual utilities cost of $8,000/ yr). Completing 86 retrofits in 2009-10 is expected to save $206,400 each year on O&M for 2010-11 and 2011-12. Completing another 80 retrofits in 2010-11 is expected to further save an additional $192,000 in 2011-12. Total savings from these 100 units through 2011-12 could be up to $398,400.

- Greenhouse gas emissions will be reduced by up to 3 tonnes per building giving an expected reduction of 150 tonnes per year or 450 tonnes over the 2 years.

Funding in 2010-11 and onward is being requested for the Public Housing Retrofit Fund targeted directly for energy upgrades as an action that will address the 16th Legislative Assembly's goal to address the quality of housing and high cost of living in the NWT.

Shelter Policy Review

The NWTHC will participate with other GNWT departments in the Shelter Policy Review.

Planned Activities – 2011/12 and Future Years

Housing Strategies Aimed at Quality

The NWTHC will continue to address quality issues with housing through a combination of new construction and through enhanced maintenance and repair activity, and the CARE program continue to be the primary homeownership repair program.

Energy Retrofit of Public Housing

The NWTHC will continue to make improvements to its existing public housing stock as necessary to ensure that they meet a high efficient standard that will reduce emissions and associated fuel and utility costs.

STRATEGIC INITIATIVE: MAXIMIZING OPPORTUNITIES

Action: Improve Skills for Living and Working

Description

New Apprentices in Designate Trades and Occupations

Fund the employment of 12 apprentices. The NWTHC and the Department of Public Works and Services (PWS), in an effort to avoid competing for limited resources in some communities, have created an arrangement whereby PWS concentrates its hiring efforts in regional centres while the NWTHC focuses on hiring apprentices in smaller communities, through LHOs.

Activity to Date

New Apprentices in Designated Trades and Occupations

The NWTHC has filled all apprentice positions. Interest in apprenticeship opportunities continues to grow, both from eligible labourers wishing to gain valuable experience, as well as from LHOs who wish to take advantage of the additional resources that apprentices provide.

Planned Activities – 2010/11

New Apprentices in Designated Trades and Occupations

The NWTHC will continue to fund the employment of 12 apprentice positions, while seeking opportunities to provide additional apprenticeships.

Planned Activities – 2011/12 and Future Years

New Apprentices in Designated Trades and Occupations

The NWTHC will seek funding for additional apprentices to be placed in the LHOs.

STRATEGIC INITIATIVE: REFOCUSING GOVERNMENT

Action: Strengthen Service Delivery

Description

GNWT Services in Rural and Remote Communities

One of the priorities under the Refocusing Government Strategic Initiative is the need to strengthen service delivery in communities. The NWTHC in collaboration with the Department of Human Resources and the Department of the Executive were tasked with developing a *Housing for Staff* initiative to strengthen service delivery in rural and remote communities experiencing difficulty attracting service providers, due to the lack of available, suitable, and affordable shelter options.

Recruitment and retention of staff is becoming increasingly more difficult in many NWT communities due to a lack of housing for staff. The GNWT recognizes the importance of finding long-term solutions to this issue. Housing concerns focus around cost/affordability and availability and condition. In many communities, there is little market rental housing available and the rent being charged for available units creates a disincentive for professionals to relocate to these communities. While the NWTHC has provided some market housing on a cost-recovery rent basis in the past, its primary mandate is to provide public housing rental and private homeownership units, neither of which may be viable options for staff who are relocating for the short or medium term.

Retaining Land and Technical Capacity in the NWTHC

The NWTHC has retained existing funding for six (6) positions, through Retaining Land and Technical Capacity in the NWTHC, to ensure the effective delivery of corporate programs, the development of new initiatives identified in the NWTHC's "Framework for Action", and address operational issues identified in the Auditor General's recent Performance Audit.

New technical capacity will assist the delivery of housing related to the new federal housing stimulus in the following ways:

Increased Technical Capacity

- Addresses the increased need for technical inspections;
- Supports local housing organizations to identify and coordinate needed repairs and retrofits to public housing stock, and;
- Streamlines the implementation of the Energuide 80 standard for new housing and the energy retrofitting of NWTHC assets.

Activity to Date

GNWT Services in Rural and Remote Communities

Under the guidance and direction of the Ministerial Sub-Committee for Infrastructure, the Departments of Public Works and Services and Transportation and the NWTHC have worked collaboratively to undertake an examination of organizational structure options, including the design of an infrastructure department, to improve the management of GNWT infrastructure, particularly at

the regional and community level. The Ministerial Sub-Committee for Infrastructure supports the following options and recommendations:

- Align the IT support of NWTHC with the Technology Service Centre
- A shared services procurement model should be considered for implementation;
- All utility payments for Government operated and maintained buildings should be consolidated within PWS;
- Preventative maintenance of Government owned building infrastructure should be consolidated within PWS, and;
- Fleet vehicle management and maintenance should be consolidated within the Department of Transportation (DOT).

The NWTHC along with the Departments of Transportation and Public Works and Services (PWS) will work together to realign their activities in support of this initiative.

The GNWT has identified the lack of available housing as a barrier to the recruitment and retention of staff. As a means to alleviate some of these needs, the NWTHC is implementing the Housing for Staff Initiative by providing partnership opportunities to community developers for development of new rental housing for GNWT staff.

The Department of Executive along with the Departments of Human Resources, Education, Culture and Employment, Health and Social Services and Public Works identified communities that were significantly impacted by the shortage of rental housing.

The NWTHC rental market options for community developers, including the purchase of new modular rental housing, construction of new rental housing, the purchase of existing surplus NWTHC housing stock or the repair of existing rental housing. The NWTHC has focused on the delivery of modular duplexes as the most affordable and sustainable option for rental housing. A suite of financial and planning supports have been made available to developers including: a forgivable loan, a corporate loan guarantee, and the provision of design, procurement and project management support services.

The NWTHC has engaged developers in the priority communities on the options available to them including explaining the guidelines for access to the forgivable loan and the corporate loan guarantee. The types of arrangements entered into between the NWTHC and a developer will vary depending upon the different states of readiness in each community (i.e., access to financing, land availability, delivery timeline).

Although, the initial emphasis will be on-highway communities, all priority communities have been consulted. Winter road and barge communities will comprise the second phase of delivery. In communities without steady employment, or where the Public Housing Program is not offered, the NWTHC is challenged to provide options for community residents to access shelter. The NWTHC is leading a pilot project this season to construct four units under a 'basic shelter' design concept.

Features:

- A smaller home design to keep operating costs at a minimum;
- Complete with a source of heat, electricity and water;
- Targeted at residents that want to live a traditional lifestyle;
- Design features such as wood stoves and the ability to easily shut the house down have been incorporated, and;

- The communities of Colville Lake and Nahanni Butte have been selected for the pilot project.

Retaining Land and Technical Capacity in the NWTHC

The NWTHC has increased its technical capacity through the addition of six (6) term positions for fiscal years 2009-2010 through 2011-2012 largely in District Offices.

Planned Activities – 2010/11

GNWT Services in Rural and Remote Communities

Delivery of the Housing for Staff initiative into winter road and barge communities will be completed in 2010/11.

The NWTHC will work with the Departments of PWS and DOT to implement improvements from the infrastructure review.

Evaluation of the piloting of the basic living units approach to supporting traditional lifestyles in remote communities, such as Colville Lake and Nahanni Butte, will take place.

Planned Activities – 2011/12 and Future Years

GNWT Services in Rural and Remote Communities

The GNWT will need to assess whether there is a requirement or incentive to increase the stock of Housing for Staff assets in the communities.

STRATEGIC INITIATIVE: MANAGING THIS LAND

Action: Mitigate and Adapt to Climate Change Impacts

Description

Reducing GNWT Energy Use

The NWTHC is tasked with three initiatives in support of the GNWT's Energy Plan and the NWT Greenhouse Gas Strategy:

- *Care Funding for Energy Efficiency Upgrades* - Up to 30% of the total NWTHC Contributing Assistance for Repairs and Enhancements (CARE) funding over the next two years has been targeted to energy efficiency upgrades for low-income households.

- *Participation in study of best practices* - The NWTHC continues to research new energy management technologies to reduce operating costs and negative effects on the environment.

- *Energy Management for Public Housing Survey* - Conduct an Energy Management for Public Housing survey to identify potential areas of energy cost savings and reduction of greenhouse gas emissions.

Activity to Date

Care Funding to Energy Efficiency Upgrades

The NWTHC has identified the need for energy efficient upgrades on private housing. Funding is available to qualified homeowners through its CARE program for renovations including energy efficiency upgrades.

The NWTHC has developed a home maintenance and repair course for clients wishing to access home ownership funding. A significant portion of the course focuses on energy conservation. District technical staff has been trained on the delivery of the course to NWTHC clients.

Participation in study of best practices

The following are current and ongoing initiatives the NWTHC is undertaking and their relationship to the *GNWT Energy Plan* (EP) and *NWT Greenhouse Gas Strategy (GHG):*

- *Northern Sustainable Housing Project (GHG & EP):*
  - The NWTHC is partnering with CMHC on the design and construction of a northern sustainable housing project in Inuvik. The main intent of this project is to design a unit that is highly energy efficient, that is economically viable to construct, and that can be constructed by northerners.
  - The completion of the construction of this housing project is being timed for March 2010 when the Northern Housing Forum will be hosted by the NWTHC and CMHC in Inuvik.

- *Energy Efficient Space Heaters (GHG):*
  - These energy-efficient direct vent space heating appliances have proven very effective. Reports from homeowners have indicated that fuel consumption has greatly decreased. Some reports suggest the fuel usage is half of the older carburetor type space heater.

- *Solar Domestic Water Pre-heaters (GHG):*
  - As a continuation of this initiative, two (2) new systems are to be installed in the NWTHC's South Slave District communities of Fort Smith and Fort Resolution by the end of summer 2009.

- *High Performance Heating Systems (GHG):*
  - The NWTHC has installed high efficient heating systems (Adams, Monitor and Weil Mclean) that are proving to be cost effective.

- *Wood Pellet Technology (GHG):*
  - The NWTHC will review its housing stock and future construction projects for potential use of wood pellet boilers and stoves as a supplement heat source alternative to help reduce emmisions and fuel costs.

- *Reporting System:*
  - The NWTHC will implement a standard reporting system that will capture the portions of renovations to either public housing units or homeownership units specifically pertaining to energy efficiency allowing the NWTHC to quantify the work completed.

The NWTHC also incorporates energy efficiency features into public housing and homeownership designs, which include:

Building Envelope:
- High Insulation Values – Roof R-40 to R-50, Walls R-27, Floors R-40
- Minimal Building Penetrations for Air tightness
- New window specifications will be implemented for the 2009 construction year to comply with the Energy Star zone "D" rating
- Thermally Broken Metal Insulated Exterior Doors
- Modest Designs to Minimize Heating Space
- Multi Family Units (Public Housing)
- Air Lock Entry Ways

Mechanical Systems:
- Efficient Boilers in Multi Family Buildings
- Hybrid Domestic Hot Water/heating System with Built-in Heat Recovery Ventilation System (Homeownership)
- Low Volume Plumbing Fixtures (shower heads and toilets)
- Wood Stove Heating Option for Homeownership Clients (in addition to heating system to reduce fuel costs)

Electrical Systems:
- Compact Fluorescent Light Bulbs
- Energy efficient motion sensor exterior light fixtures.

The NWTHC will implement a high efficient standard for NWTHC housing, in accordance with Natural Resources Canada (NR) EnerGuide for Houses (EGH), minimum 80 rating for high efficient homes. The EGH 80 score is the minimum rate for high efficiency under the ecoENERGY Efficiency Initiative standard, set by NRCan. The EGH 80 score standard adheres to the R2000 program minimum score and has been adopted by other provincial and municipal jurisdictions as the minimum score for a high efficient home. The NWTHC has committed to having all new designs comply with the EGH 80 rating by 2010. The NWTHC is targeting to bring the public housing units slated for major retrofits to as close to the EGH 80 rating as possible.

Energy Management for Public Housing Survey

In 2007, the NWTHC hired a Research and Development Coordinator who is tasked with overseeing the Energy Management survey; and, researching and implementing technical and energy conservation initiatives.

Of the targeted 700 public housing units to be surveyed, 654 surveys were completed and have been entered into a web-based data collection site. Ten (10) LHOs spread across the five districts participated in the survey.

The NWTHC contracted the Arctic Energy Alliance (AEA) to compile the survey data for analysis and to prepare a final report. The final report has been reviewed for cost analysis and ecoEnergy Retrofit evaluation recommendations.

The NWTHC received $70,000 in funding to carry out Home Energy Evaluations in 2008-09 of approximately 100 Public Housing units as identified through the Energy Management for Public Housing Survey.

65 of these the evaluations were completed by AEA the remaining 35 units were inspected by District Technical staff. Information from these evaluations will used to allocate money from the Capital Asset Retrofit Fund to retrofit targeted public housing units in 2009-10 and 2010-11.

Planned Activities – 2010/11

Care Funding to Energy Efficiency Upgrades

The NWTHC has identified the need for energy efficient upgrades on private housing. Funding is available to qualified homeowners through its CARE program for renovations including energy efficiency upgrades.

The NWTHC has developed a home maintenance and repair course for clients wishing to access home ownership funding. A significant portion of the course focuses on energy conservation. District technical staff has been trained on the delivery of the course to NWTHC clients.

Participation in Study of Best Practices

The NWTHC will continue to research new energy management technologies to reduce operating costs and negative effects on the environment.

The NWTHC will continue ongoing initiatives that it has undertaken in support of the GNWT Energy

Plan and NWT Greenhouse Gas Strategy.

Energy Management for Public Housing Survey

Information from these evaluations will used to determine and implement energy upgrades on public housing units in 2010-11.

Planned Activities – 2011/12 and Future Years

Care Funding to Energy Efficiency Upgrades

The NWTHC has identified the need for energy efficient upgrades on private housing. Funding is available to qualified homeowners through its CARE program for renovations including energy efficiency upgrades.

The NWTHC has developed a home maintenance and repair course for clients wishing to access home ownership funding. A significant portion of the course focuses on energy conservation. District technical staff has been trained on the delivery of the course to NWTHC clients.

Participation in Study of Best Practices

The NWTHC will continue to research new energy management technologies to reduce operating costs and negative effects on the environment.

The NWTHC will continue ongoing initiatives that it has undertaken in support of the GNWT Energy Plan and NWT Greenhouse Gas Strategy.

d) Overview of Infrastructure Investments

OVERVIEW OF INFRASTRUCTURE INVESTMENTS

Activity to Date

As part of its efforts to ensure the long-term sustainability of its housing stock, the NWTHC extends the useful life of each public housing unit by performing complete retrofits. These retrofits are performed 20 years after construction and again at 35 years after construction. Public housing units are scheduled for replacement after a period of 50 years.

The NWTHC's housing inventory of 2,100 owned public housing units is aging rapidly. NWTHC engages in annual ongoing capital replacement of public housing by replacing fully detached public housing units with multiplexes and retrofitting existing units to extend their useful life.

As well, the NWTHC constructs homeownership units to address the requirement for new housing stock to alleviate core housing need (2,300 units), the impact of new family formations and the poor condition of privately owned housing across the North.

In order to fully utilize time-sensitive federal economic stimulus funding, the NWTHC has increased its technical and design capacity through the addition of six (6) term positions for fiscal years 2009-2010 through 2011-2012 largely in District Offices. The funding for these positions comes from administrative budgets provided to provinces and territories under the federal economic stimulus.

Planned Activities – 2010/11

With respect to major capital investment, the proposed capital acquisition plan calls for the allocation of $21,909,000 for new housing and $15,160,000 for major modernization and improvement of public housing including new public housing. In total, major capital in 2010-2011 amounts to $37,069,000.

Total grants and contributions, which would include homeownership repair programs and minor public housing rental repairs provide an additional investment of $16,950,000 in NWT housing.

Other capital investments include $1,000,000 for the repair and renovations of housing facilities formerly administered under CMHC Unilateral programming. These include such projects as Borealis Co-operative, Teepee Housing Association, Salvation Army, Avens Complex (Manor, Ridge and Court), North Slave Housing Corporation, NWT Services Corporation, Garden City Housing Cooperative, and Inukshuk Housing Co-operative.

Total program delivery for 2010-2011 is proposed at $55,019,000.

As part of GNWT's review of infrastructure departments to improve the efficiency of infrastructure delivery and to improve service delivery to communities, NWTHC is working with the TSC to more closely align their IT support functions to maximize the efficiencies associated with the service centre approach to the provision of IT services.

Logistical and implementation issues, including the provision of support to LHOs, will need to be addressed in the implementation strategy for implementation scheduled in 2010-2011.

Planned Activities – 2011/12

The NWTHC will continue with a strategy that minimizes the impact of declining CMHC funding for the operations and maintenance of public housing by building multiplex units rather than single family detached units. Multiplex units are more economical to construct and are more cost-effective to operate and maintain, especially when the utility costs are taken into account. Related to these activities is the disposal of excess assets where appropriate and the reinvestment of the proceeds into multi-unit housing.

In 2011-2012, the NWTHC will continue to implement the Energuide for New Houses 80 energy efficiency standard.

e) Legislative Initiatives

The NWTHC is guided by two pieces of legislation: the *Northwest Territories Housing Corporation Act*, as well as Part IX of the *Financial Administration Act*. The NWTHC currently has no plans to amend the *Northwest Territories Housing Corporation Act* for 2010-2011.

Activity to Date

There are no legislative activities underway for the NWTHC.

Planned Activities – 2010/11

There are no planned activities for the NWTHC.

Planned Activities – 2011/12

There are no planned activities for the NWTHC.

f) Human Resource Overview

Overall Human Resource Statistics

All Employees

	2009	%	2008	%	2007	%	2006	%
Total	95	100	103	100	98	100	91	100
Indigenous Employees	68	71.5	51	49.5	47	48.0	49	53.8
Aboriginal	42	44.2	35	34.0	36	36.7	36	39.6
Non-Aboriginal	26	27.4	16	15.5	11	11.2	13	14.3
Non-Indigenous Employees	27	28.4	52	50.5	51	52.0	42	46.2

Note: Information as of March 31 each year.

Senior Management Employees

	2009	%	2008	%	2007	%	2006	%
Total	10	100	7	100	9	100	7	100
Indigenous Employees	8	80.0	4	57.1	5	55.6	5	71.4
Aboriginal	3	30.0	2	28.6	3	33.3	3	42.9
Non-Aboriginal	5	50.0	2	28.6	2	22.2	2	28.6
Non-Indigenous Employees	2	20.0	3	42.9	4	44.4	2	28.6
Male	7	70.0	6	85.7	8	88.9	7	100
Female	3	30.0	1	14.3	1	11.1	0	0

Note: Information as of March 31 each year.

Non-Traditional Occupations

	2009	%	2008	%	2007	%	2006	%
Total	13	100	16	100	14	100	16	100
Female	2	15.4	1	6.3	1	7.1	3	18.8
Male	11	84.6	15	93.8	13	92.9	13	81.3

Note: Information as of March 31 each year.

Employees with Disabilities

	2009	%	2008	%	2007	%	2006	%
Total	95	100	103	100	98	100	91	100
Employees with disabilities	1	1.00	2	1.9	3	3.1	3	3.3
Other	94	99.0	101	98.1	95	96.9	88	96.7

Note: Information as of March 31 each year.

Position Reconciliation

This information differs from the employee information on the preceding page. Employee information reflects actual employees on strength as at March 31 of each year, and the information presented below reflects approved positions, through the budget process for each fiscal year.

Active Positions

Summary:

	2009-10 Main Estimates	**Change**	**2010-11 Business Plan**
Total	108	-	117
Indeterminate full-time	104	9	113
Indeterminate part-time	4	-	4
Seasonal	-	-	-
-	-	-	

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
Manager, Construction Services	Yellowknife	Headquarters	Added	Additional position to support the delivery of additional CMHC economic stimulus funding
Architectural Design Officer	Yellowknife	Headquarters	Added	Additional position to support the delivery of additional CMHC economic stimulus funding
Technical Advisor	Yellowknife	North Slave District	Added	Additional position to support the delivery of additional CMHC economic stimulus funding
Program Advisor	Hay River	South Slave District	Added	Additional position to support the delivery of additional CMHC economic stimulus funding
Technical Advisor	Fort Simpson	Fort Simpson	Added	Additional position to support the delivery of additional CMHC economic stimulus funding
Technical Advisor	Norman Wells	Norman Wells	Added	Additional position to support the delivery of additional CMHC economic stimulus funding
Technical Advisor	Inuvik	Inuvik	Added	Additional position to support the delivery of additional CMHC economic stimulus funding
Program Development Specialist	Yellowknife	Headquarters	Added	Additional position funded under the CMHC economic stimulus funding, in support of the Mortgage Payment Plan.
Program Development Specialist	Yellowknife	Headquarters	Added	Additional position funded under the CMHC economic stimulus funding, in support of the Mortgage Payment Plan.

Other Human Resource Information

One of the stated priorities of the Legislative Assembly is to "improve human resource management within the GNWT."To address this priority, a ten-year NWT Public Service Strategic Plan, *20/20: A Brilliant North* and accompanying three-year Action Plan were developed and tabled in the Legislative Assembly on June 4, 2009. The Strategic Plan outlines specific actions to address the goal to both promote Affirmative Action throughout the GNWT and to develop Human Resource Plans for each department.

The three-year Action Plan includes the development of a framework for departmental plans to be developed by August 31, 2010. It would be expected that departments could complete their HR Plans by the end of 2010-11 and these would be incorporated into subsequent business plans. The creation of these plans will ensure a consistent and coordinated approach across government, providing equitable opportunities for all staff.

The tables below indicate the statistics on the departments' human resource activities with respect to summer students, interns and transfer assignments for 2009.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
12	11	7	4	1

Interns				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
1	1	1	0	0

Transfer Assignments				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
12	3	1	2	9

Activities Associated with Staff Training & Development

As part of succession planning a number of employees are participating in leadership training. Two of the NWTHC's District Directors are participating in a Senior Manager's Leadership Program and another is participating in the Middle Manager's Leadership Program. One of the NWTHC's Managers is also participating in the Emerging Manager's Leadership Program.

The NWTHC also has employees participating in training in each of the following areas: media relations training; training in Intermediate Accounting to earn this employee a Diploma in Accounting; training in a Leadership Certificate Program; training to obtain a Certified Professional Purchasing designation; and training in the Mathematics of Business and Introductory Financial Accounting. Another employee is also on education leave to complete a degree in Native Studies and Business and another recently become a Certified Planner.

g) Information System & Management

Overview

The Information Services Section of the NWTHC provides complete information technology services and support to its corporate employees in headquarters and district offices. These services are also made available to the NWTHC's community partners to effectively deliver the *Public Housing Program*. Through the use of the latest technologies, information management methodologies and innovative system designs, the NWTHC ensures that its computerized operating systems remain at an optimum level. Continued research, development and implementation of modern systems and hardware also contribute to achieving this goal.

Program Systems:

The Housing Corporation Information Management System (HCIMS) is the central system used to deliver homeownership programs that are offered under the Housing Choices program. The system is used for several purposes and divided into the following modules:

1. Client Application System
   - The system is used where record and store data received from applicants to the program. Safeguards for approvals are built in to ensure that applicants are approved according to the policies of the Housing Choices program. The system provides valuable data that is used to develop budgets and update programs to improve responsiveness.

2. Land Inventory System
   - The system is used to record and monitor the security the NWTHC's inventory of land.

3. Administration System:
   - This system is used primarily for global reporting. The NWTHC can track and identify trends in community housing demands, changing income levels, and areas where improvements can be made to its programs.

The NWTHC uses the Materials Management Operating System (MMOS) as part of its Maintenance Management Program to track the maintenance activities for its assets. The NWTHC's community partners who deliver the Public Housing Program use MMOS. Through the use of MMOS, the NWTHC monitors demand and preventative maintenance activities, maintenance scheduling, stock inventories, budget performance, and other asset maintenance activities. Through the monitoring of MMOS reports, the NWTHC provides support and direction to its community partners to ensure assets are maintained at a high standard.

Sharepoint – Collaboration portals.

MAS – Mortgage Administration System tracks client mortgages and through a link with FIS.

HOC - Homeownership Calculator (HOC) is used to calculate levels of assistance and rent for applicants to the NWTHC homeownership programs.

NWT Housing Corporation

SAM - Information Services will support the implementation of the System for Accountability and Management (SAM) by ensuring that data transferability will be seamless, secure and compatible between GNWT and NWTHC systems.

Activity to Date

Corporate Systems:

The NWTHC has standardized the Microsoft Windows 2003 Active Directory network infrastructure and the Windows XP/Vista operating systems on workstations and laptops. The NWTHC has also standardized the Microsoft Office 2007 suite of applications. The hardware needs of the NWTHC's workstations, laptops and servers are met by tier one vendors, which have proven to be reliable and very responsive when support was required. Licensing requirements are met through leveraging the GNWT agreements with the NWTHC's Enterprise Licensing Agreement with Microsoft Canada.

All NWTHC application systems have been developed with Visual Basic .NET 2003/2005 and run on SQL Server 8.0/9.0 (SQL Server 2000). This standard provides a stable framework from which to provide scalable centralized application systems, which are compatible with other GNWT database systems.

Planned Activities – 2010-11

There will be a continued focus on the establishment of our SharePoint environment in order to automate workflow and enable greater collaboration, knowledge management and information sharing throughout the NWTHC's offices.

The centralization of our MMOS system will be completed to allow for enhanced and accessible corporate wide reporting and monitoring. This application model will also provide greater data security and integrity.

The Client Application System will be further enhanced though establishment of linkages to the Canada Revenue Agency to allow for direct income verifications and to save time.

The Microsoft System Center application deployment will be completed with complete integration of our hardware and software systems.

The IT infrastructure will be evaluated to ensure all network systems are in line with GNWT standards to ensure the seamless communication between NWTHC and GNWT systems.

Work with the GNWT towards the implementation, rollout and continued maintenance of Document Management technology and processes.

All server infrastructures will be upgraded to Microsoft Server 2008, production suites and workstation Operating systems upgrades will be evaluated and piloted.

Planned Activities - 2011-12

There will be a continued focus on the establishment of our Sharepoint environment in order to further automate workflow and enable greater collaboration, knowledge management and information sharing throughout the NWTHC's offices.

Continue to work with GNWT towards the implementation, rollout and continued maintenance of Document Management technology and processes. There will be a focus on ensuring the GNWT standard document management software will complement our SharePoint environment to establish the NWTHC's Enterprise Content Management solution.

Complete major application and Operating system upgrades to Office 2010, SharePoint 2010 and Windows 7.

4. Future Strategic Direction for the Department

Declining CMHC Funding & Federal Investments

The GNWT is facing a serious long-term challenge of maintaining the sustainability of public housing as a result of the declining funding from CMHC to operate the *Public Housing Program*. Public housing for low-income tenants is a vital component of healthy communities, especially in smaller communities without developed wage economies. In many communities residents rely on public housing as a form of permanent shelter. In some communities, a significant portion of their housing is composed of public housing units. While the continued delivery of homeownership programs promote independent living benefits, the *Public Housing Program* is vital to the sustainability of many communities.

Though the federal funding for public housing will not lapse completely in the NWT until 2038, the GNWT already operates with a shortfall between the funding the NWTHC receives, the rent the NWTHC collects, and the cost to operate NWTHC's dwellings. The annual operating shortfall at the beginning of this planning cycle was $1,078,000. By the end of this planning cycle, the annual shortfall will have increased to $3,550,000.

Provinces and territories currently charge no more than 30% of household income for public housing. It has been estimated that by 2038, without federal investment, provinces and territories will not be able to operate their current housing stock without charging substantially more than 30% of tenant income for rent in order to operate the units. This is not a viable option. The provinces and territories would be forced to sell off many units or risk the units falling into disrepair.

Investment in housing in our northern communities will provide lasting benefits and promote sovereignty through the development of independent and sustainable Northern communities, which is also in keeping with Canada's Northern Strategy.

Energy Efficiency

Energy efficiency is important to the sustainability and longevity of northern housing units including public housing and private housing. The NWTHC continues to research new energy management technologies to reduce operating costs and negative effects on the environment. The NWTHC is a member of the GNWT's Energy Coordinating Committee. The NWTHC is currently working with other GNWT departments on adaptation strategies to respond to the effects of climate change. The NWTHC is a core member of the Arctic Energy Alliance (AEA) and provides $50,000 to the AEA yearly for its operations. The NWTHC is represented on the Board of Directors for the AEA.

Linkage of Affordable Housing in Communities

Housing plays a major role in society, especially in small communities. It touches on many important aspects of the community, from hiring teachers to providing employment and business opportunities. A lack of adequate, suitable and affordable housing has negative impacts on communities. Social housing programs and services impact a number of areas, including community development, physical and mental health, social development, income security, labour market development, education, and community development. The NWTHC would like to continue to explore options

with other GNWT departments, with responsibilities in these areas, to provide a coordinated approach to further understand these linkages and respond accordingly.

Self-reliance

The NWTHC remains committed to fostering self-reliance. The main focus in this area is currently on the collection of mortgage arrears. As the NWTHC continues to look for opportunities to encourage self-reliance, consideration as to appropriate levels of government assistance for social housing (homeownership and public housing) may need to be revisited in the context of assisting persons in need of social housing assistance to move toward self-reliance.

Sustainable Communities

Investment in housing in our northern communities will provide lasting benefits and also support the goal of promoting sustainable communities and sovereignty, through the development of an independent and sustainable North.

Labour Capacity

Private homeowners in the NWT are also often faced with the challenges of repairing and maintaining their homes without the benefit of a pool of available and skilled trades people. Continued investment in apprentice opportunities and in partnerships, such as that with Aurora College, for the provision of trades training, at the college and high school level, is needed in order to build the local labour capacity to deliver housing projects in NWT communities.